

I claim:

1. A system for analysis of an employee survey administered to the employees of an organization, the system comprising the steps of:
  - 5 administering the employee opinion survey and an organizational diagnostic survey to members of the organization;
  - producing results for the employee opinion survey;
  - producing results for the organizational diagnostic survey;
  - calculating correlations between holonomic properties and items in the
  - 10 employee opinion survey to produce correlation coefficients between items in the employee opinion survey and corresponding knobs;
  - determining an ordered set of said knobs by selecting the knobs having relatively highest leverage using the results from the organizational diagnostic survey;
  - selecting a causal chain for certain of the items in the employee opinion survey
  - 15 by using the correlation coefficients to determine linkage between a process under the control of management and the score on each said employee opinion survey item; and
  - selecting feasible knobs for the organization by eliminating, from said ordered set, all said knobs whose potential improvement value is less than a predetermined number, and eliminating all the remaining knobs for any said employee opinion survey
  - 20 item whose correlation coefficient is above a predetermined level of statistical significance.
2. The system of claim 1, wherein:
  - said results for the employee opinion survey comprise means and distribution of the responses of those in the organization for each of the items in the employee opinion survey, and
  - said results for the organizational diagnostic survey comprise means and distribution of the holonomic properties of those in the organization.
- 30 3. The system of claim 1, wherein said holonomic properties include desired organizational characteristics and key implementing processes.
- 35 4. The system of claim 1, wherein each of said knobs is a process that establishes and defines a causal and functional relationship between a process cause and the outcome thereof.

5. The system of claim 1, wherein said organizational diagnostic survey is a holistic diagnostic survey instrument, said items therein being knobby and employing knobby scales.
- 5       6. The system of claim 1, wherein said step of determining said ordered set includes running a linear programming model on the results from the organizational diagnostic survey to determine the knobs having relatively highest leverage.
- 10      7. The system of claim 1, including the additional step of reducing the number of said feasible knobs by eliminating knobs related to common said items in the employee opinion survey that have smaller potential improvement values and lower correlations with the common said items.
- 15      8. The system of claim 7, including the additional step of selecting said knobs that are feasible for more than one said employee opinion survey.
9. The system of claim 1, wherein said predetermined number is less than or equal to a value of approximately 1.
- 20      10. The system of claim 9, wherein said level of statistical significance is indicated by a probability value of approximately .01.
- 25      11. The system of claim 9, wherein said level of statistical significance is indicated by a probability value in a range from approximately .01 to approximately .05.
12. The system of claim 1, wherein:  
the step of producing results for the employee opinion survey includes:  
generating results for a plurality of data splits;  
statistically analyzing different groups in said splits to determine whether  
30 a statistically significant difference exists for each of the items in the employee opinion survey, for each of said splits; and  
identifying significant said splits for each of the items in the employee opinion survey; and  
the step of producing results for the organizational diagnostic survey includes:  
35 generating holonomic property results for each of said splits;  
calculating the statistical significance of any differences in the holonomic property results by examining the differences in means for each holonomic property for each of said splits; and

tabulating statistically significant differences in means for each holonomic property and said splits.

13. A system for analysis of an employee survey administered to the  
5 employees of an organization, wherein an organizational diagnostic survey was concurrently administered to the employees, the system comprising the steps of:  
calculating correlations between holonomic properties and items in the employee opinion survey to produce correlation coefficients between items in the employee opinion survey and corresponding knobs;
- 10 determining an ordered set of said knobs by selecting the knobs having relatively highest leverage using the results from the organizational diagnostic survey;  
selecting a causal chain for certain of the items in the employee opinion survey by using the correlation coefficients to determine linkage between a process under the control of management and the score on each said employee opinion survey item; and
- 15 selecting feasible knobs for the organization by eliminating, from said ordered set, all said knobs whose potential improvement value is less than a predetermined number, and eliminating all the remaining knobs for any said employee opinion survey item whose correlation coefficient is above a predetermined level of statistical significance.
- 20
14. The system of claim 13, wherein:  
said results for the employee opinion survey comprise means and distribution of the responses of those in the organization for each of the items in the employee opinion survey, and
- 25 said results for the organizational diagnostic survey comprise means and distribution of the holonomic properties of those in the organization.
- 30
15. The system of claim 13, wherein said holonomic properties include desired organizational characteristics and key implementing processes.
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16. The system of claim 13, wherein each of said knobs is a process that establishes and defines a causal and functional relationship between a process cause and the outcome thereof.
17. The system of claim 13, wherein said organizational diagnostic survey is a holistic diagnostic survey instrument, said items therein being knobby and employing knobby scales.

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18. The system of claim 13, wherein said step of determining said ordered set includes running a linear programming model on the results from the organizational diagnostic survey to determine the knobs having relatively highest leverage.
- 5        19. The system of claim 13, including the additional step of reducing the number of said feasible knobs by eliminating knobs related to common said items in the employee opinion survey that have smaller potential improvement values and lower correlations with the common said items.
- 10      20. The system of claim 19, including the additional step of selecting said knobs that are feasible for more than one said employee opinion survey.
21. The system of claim 13, wherein the step of producing results for the employee opinion survey includes:
- 15      generating results for a plurality of data splits;  
              statistically analyzing different groups in said splits to determine whether a statistically significant difference exists for each of the items in the employee opinion survey, for each of said splits; and  
              identifying significant said splits for each of the items in the employee opinion survey;
- 20      and wherein the step of producing results for the organizational diagnostic survey includes:  
              generating holonomic property results for each of said splits;  
              calculating the statistical significance of any differences in the holonomic property results by examining the differences in means for each holonomic property for each of said splits; and  
              tabulating statistically significant differences in means for each holonomic property and said splits.
- 25      22. The system of claim 13, wherein said predetermined number is less than or equal to a value of approximately 1.
- 30      23. The system of claim 22, wherein said level of statistical significance is indicated by a probability value of approximately .01.
- 35      24. A system for analysis of an employee survey collected from the employees of an organization, comprising the steps of:

concurrently administering the employee opinion survey and an organizational diagnostic survey to members of the organization;

producing results for the employee opinion survey;

producing results for the organizational diagnostic survey;

5 calculating correlations between holonomic properties and items in the employee opinion survey to produce correlation coefficients between items in the employee opinion survey and corresponding knobs;

wherein said holonomic properties include desired organizational characteristics and key implementing processes; and

10 wherein each of said knobs is a process that establishes and defines a causal and functional relationship between a process cause and the outcome thereof;

determining an ordered set of said knobs by selecting the knobs having relatively highest leverage using the results from the organizational diagnostic survey by running a linear programming model on the results from the organizational

15 diagnostic survey;

selecting a causal chain for certain of the items in the employee opinion survey by using the correlation coefficients to determine linkage between a process under the control of management and the score on each said employee opinion survey item;

20 selecting feasible knobs for the organization by eliminating, from said ordered set, all said knobs whose potential improvement value is less than or equal to a value of approximately 1, and eliminating all the remaining knobs for any said employee opinion survey item whose correlation coefficient is above statistical significance indicated by a probability value of approximately .01; and

25 reducing the number of said feasible knobs by eliminating knobs related to common said items in the employee opinion survey that have smaller potential improvement values and lower correlations with the common said items.

30 25. The system of claim 11, wherein said organizational diagnostic survey is a holistic diagnostic survey instrument, said items therein being knobby and employing knobby scales.

26. The system of claim 11, wherein the step of producing results for the employee opinion survey includes:

generating results for a plurality of data splits;

35 statistically analyzing different groups in said splits to determine whether a statistically significant difference exists for each of the items in the employee opinion survey, for each of said splits; and

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identifying significant said splits for each of the items in the employee opinion survey;

and wherein the step of producing results for the organizational diagnostic survey includes:

- 5 generating holonomic property results for each of said splits;  
calculating the statistical significance of any differences in the holonomic  
property results by examining the differences in means for each holonomic property for  
each of said splits; and  
tabulating statistically significant differences in means for each holonomic  
10 property and said splits.